DOCUMENT RESUME

ED 383 393 JC 950 319

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TITLE Development of an Orientation Manual for the North Arkansas Community/Technical College Foundation Board of Directors.
PUB DATE Apr 95
NOTE 89p.; Ed.D. Practicum, Nova Southeastern University.
PUB TYPE Dissertations/Theses - Practicum Papers (043)

EDRS PRICE MF01/PC04 Plus Postage.
DESCRIPTORS Board Administrator Relationship; Community Colleges; *Content Analysis; Fund Raising; *Information Needs; *Material Development; Organizational Development; *Orientation Materials; *Philanthropic Foundations; Two Year Colleges
IDENTIFIERS *Board Member Responsibility; North Arkansas Community Technical College; Volunteers in Education

ABSTRACT

In an effort to provide new members of the North Arkansas Community/Technical College (NACTC) Foundation Board with college- and foundation-related information needed to carry out their duties, a project was undertaken to develop a board orientation manual. To determine what information should be included in the manual and how it should be organized, a literature review was conducted, focusing on the rationale for private support, the role of volunteers in development activities, the information needed by volunteers, and concepts of handbook development. From this review, it was determined that the manual should provide information on the following areas: (1) the foundation's mission and bylaws; (2) the college's organization, mission, and goals; (3) the role of foundation board members and explanations of committee assignments; (4) the role of the executive director and foundation staff; (5) programs, awards, and events sponsored by the foundation; (6) foundation finances; (7) a schedule of board meetings; and (8) a list of foundation members. The first draft of the manual was completed in February 1995 and mailed to members of a summative evaluation committee formed at NACTC for suggestions and revision. It was determined that the manual be produced in-house. (Contains 22 references.) (Appendixes provide manual criteria; information on members of formative and summative evaluation committees formed for the project; and the final orientation manual.) (KP)

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DEVELOPMENT OF AN ORIENTATION MANUAL FOR THE NORTH ARKANSAS COMMUNITY/TECHNICAL COLLEGE FOUNDATION BOARD OF DIRECTORS

Human Resource Development

James J. Stockton

North Arkansas Community/Technical College

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A practicum report presented to Programs for Higher Education in partial fulfillment of the requirements for the degree of Doctor of Education

Nova Southeastern University

April, 1995

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Abstract of a practicum report presented to Nova Southeastern University in partial fulfillment of the requirements for the degree of Doctor of Education

DEVELOPMENT OF AN ORIENTATION MANUAL FOR THE NORTH ARKANSAS COMMUNITY/TECHNICAL COLLEGE FOUNDATION BOARD OF DIRECTORS

by

James J. Stockton

April, 1995

The problem under investigation was that new members of the North Arkansas Community/Technical College (NACTC) Foundation Board need information about the foundation and college to carry out their duties. The purpose of this study was to develop a board orientation manual for members of the NACTC Foundation Board. There were two research questions. First, "What information should be included in a North Arkansas Community/Technical College Foundation board orientation manual?" Second, "How should that information be organized and presented?"

Procedures used to develop the manual included a review of related literature. Criteria for the manual were developed based on information acquired from the literature review and input from experts. A committee was organized to discuss the issues and practical requirements for development of the manual. Orientation manuals were obtained from other community colleges. A draft of the manual was prepared. The draft was validated by an expert panel, using the criteria established. Revisions were made, and copies of the final manual were submitted to the president of NACTC and the foundation board president.

The result was a foundation board orientation manual that should provide new board members with a better understanding of NACTC, the NACTC Foundation, and their own roles in assisting the institution. This study confirmed literature sources stressing the importance of information to board members. The manual developed should be utilized, updated, and evaluated; an orientation program should be developed; and a manual is needed for college trustees.

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Chapter 1

INTRODUCTION

North Arkansas Community/Technical College (NACTC) is a comprehensive two-year public college. The college offers transfer courses and programs of study, one-year technical certificate programs, and two-year academic and technical associate degree programs.

The college was formed July 1, 1993, by the consolidation of North Arkansas Community College (NACC) and Twin Lakes Technical College (TLTC). Both of the former institutions were located in the same community, Harrison, Arkansas. The newly created NACTC has two campuses in Harrison: the South Campus, which is the former NACC, and the North Campus, the former TLTC.

North Arkansas Community/Technical College has a not-for-profit foundation, the NACTC Foundation, Inc., that assists the college in fund-raising activities. The foundation is governed by a 12-member board of directors. New foundation board members, nominated by either the college's board of trustees or the foundation board, are elected by the foundation board and serve five-year terms. Each year two or three new foundation board members are elected.

Nature of the Problem

New members are added annually to the board of directors of the North Arkansas Community/Technical College Foundation. In most cases, in-coming board members are not familiar with the various programs offered by the college and the projects funded by the NACTC Foundation. Members have expressed the need for information to use as a reference while serving on the foundation board.

The problem under investigation was that organized information materials were not available for use by the foundation's board members. In order for board members to serve the college in an effective manner, they required access to information about the foundation and the college.

Purpose of the Study

The purpose of this study was to develop a board orientation manual to be used by members of the North Arkansas Community/Technical College Foundation Board. A manual was needed to assist foundation board members as they represent the college in fund-raising activities that involve business, industry, civic clubs and organizations, state and local government, and other foundations.

Significance to the Institution

Wajngurt and Jones (1993) find that community colleges which increase their tuition and fees are more likely to suffer losses in student enrollment, since low tuition is one of their selling points. As state and federal funding fall short of demands for new revenue at NACTC, private funding sources have become increasingly important to the college as an alternative to raising tuition and fees. The NACTC Foundation is the college's primary vehicle for private fund-raising. It is extremely important that members of the foundation's board of directors be well-prepared to carry out their responsibilities.

Relationship to Seminar

This practicum is directly related to the Human Resource Development (HRD) seminar in that nonemployee development is an important component of strategic human resource development in an organization (Rothwell & Kazanas, 1994). Change through learning is the primary focus of HRD. By supplying a manual to assist in the orientation of new foundation board members, NACTC will assist volunteers to develop a better understanding of the college's mission, goals, and objectives, strengthening the HRD climate of the institution.

Relationship to Concentration

This practicum is directly related to general institutional administration. One of the primary responsibilities of administrators in higher education is working with volunteers from the private sector to develop additional funding sources for the institution. This responsibility is particularly important for college presidents and institutional advancement administrators.

Research Questions

There were two research questions for this study. First, "What information should be included in a North Arkansas Community/Technical College Foundation board orientation manual?" Second, "How should that information be organized and presented?"

Definition of Terms

For the purposes of this practicum, the following terms need clarification.

Annual Fund Drive. The principal fund-raising activity conducted by the college's foundation. A solicitation of donations from college supporters from July 1 through June 30 of each academic year, including direct mail solicitations, telephone requests, and personal appeals.

Endowments. Scholarships and other funds held by the college's foundation that use income generated to fund the purpose of the fund, leaving the corpus intact.

NACTC Foundation. A not-for-profit foundation, as defined by IRS Code 501(c)(3), existing at an arm's length relationship with the college, with its own board of directors and by-laws. The foundation receives contributions to support activities and programs of NACTC that are not adequately funded through traditional sources.

Goals. Timeless, general expressions of aims to be achieved by North Arkansas Community/Technical College.

Human resource development. Human Resource Development, as it applies to NACTC, is "the integrated use of training and development, organizational development, and career development to improve individual, group, and organizational effectiveness" (Rothwell & Sredl, 1992, p. 518).

Institutional objectives. Specific, measurable outcomes, limited by time, that demonstrate achievement of the goals of NACTC.

Mission. The purpose and focus of North Arkansas Community/Technical College.

Planned Giving. Planned giving refers to the process of making charitable contributions that are made with forethought and consideration of how the surrender of assets will impact the donor's financial and future estate plans.

Strategic planning. A process to determine desired outcomes for NACTC, and strategies for accomplishing those outcomes, through analysis of external threats and opportunities and assessment of internal strengths and weaknesses.

Vision. The preferred future for North Arkansas Community/Technical College.

Chapter 2

REVIEW OF THE LITERATURE

Introduction

A review of the literature was conducted to gain an understanding of how to develop a foundation board orientation manual. Books, journal articles, and other materials were reviewed in an effort to ascertain the information such a manual should contain and the way that information should be organized and presented.

Four major areas of information were identified during the literature review: (a) theory or rationale for private support, (b) the role of volunteers in development activities, (c) research about information needs of volunteers, and (d) concepts of manual or handbook development. Over 50 literature sources were reviewed, and 22 are included in this report.

Theory of Private Support

The American tradition of charitable giving dates back to the 1601 Statute of Charitable Uses Act of England (Butler & Wilson, 1990). In England, charity addressed a wide range of social ills, ranging from the welfare of orphans to repair of roads, bridges, and seawalls after natural disasters. In the 1800s, health epidemics, such as cholera, along with didactic novels

by Charles Dickens and others, helped to underscore the plight of the less fortunate. Organized religion became more involved in charitable activities.

The history of giving to support two-year colleges is much shorter. Although Long Beach City College's foundation was initiated in 1922, more than 80% of American community college foundations were founded after the late 1960s (Robison, 1982).

The theory of charitable contributions has not changed. People give to other people, not to support a particular college, project, or program. "Fund-raising is at base the art of people who believe in what they are doing asking others to share that belief" (Gelatt, 1992, p. 80).

In his forward to a classic study of two-year college resource development programs, Duffy (1988) outlines a clear case for support of public two-year colleges:

> While two-year colleges have assumed leadership roles in meeting the educational needs of their communities, two-year college leaders have faced the challenge of attracting resources to meet multiple demands and to satisfy institutional aspirations. Traditional modes of financial support have left needs unmet and aspirations unsatisfied. During the 1980s, resource development efforts have allowed two-year colleges to respond to their growing responsibilities. (p. xi)

Drucker (1990) finds non-profit organizations and their boards are mission-driven. "They exist to make a difference in society and in the life of the individual" (p. 45).

Advancing the notion of people giving to people, Brumbach and Bumphus (1993) note that about 85% of the approximately $120 billion contributed annually to nonprofit organizations comes from individuals. That percentage increases to over 90% when bequests are included.

The growth in importance of two-year college development programs has been significant during the past decade. Adams, Keener, and McGee (1994) reveal that in 1986 a total endowment of $50,000 or more for a community college foundation was considered to be significant. By the year 1993, almost one-third of community college foundations had endowments valued at more than $1 million.

Wattenbarger (1982) finds two-year colleges historically supported by three sources of funding: local taxes, state taxes, and tuition fees. Development of a foundation protects interests of donors, provides sound accounting procedures, and supports college programs without restrictions placed on public funds.

Role of Volunteers

The quality and commitment of volunteers play a critical role in the development of a two-year college foundation. Kennedy (1991) notes that volunteers, properly trained and managed, "can be worth tens of thousands of dollars in conserved personnel costs to even the smallest organizations" (p. 77). On the other hand, volunteers who are poorly trained or not well managed can create chaos, causing more problems than they solve.

Citing a study by Independent Sector, Hammonds and Jones (1994) note that good volunteer help is becoming more difficult to find. In 1991, volunteers in the United States declined by 4.3% from two years before.

Zander (1993) finds that volunteers accept membership on a board when they have values similar to those of other board members. Active membership requires time and participation. "In a cohesive board, members talk more, listen to others more closely, are more influenced by their colleagues, have greater impact on each other, attend board meetings more regularly, and more faithfully complete tasks for the board" (p. 5).

Robertson (1982) suggests the best volunteers to have on a foundation board are also the busiest, as a

result of their employment and personal success. Gelatt (1992) finds most volunteers fit into one of the following four roles: (a) leadership, (b) direct service, (c) general support, and (d) member-at-large. Leadership roles include officer, committee chair, committee member, project leader, and fund raiser. Often, leadership roles are filled by volunteers still working to achieve career goals. Direct service roles are filled by volunteers who seek opportunities to work closely with other people, including the beneficiaries of programs. General support roles are sought by volunteers who do not want to lead but are willing to work. Members-at-large don't want an ongoing assignment; they prefer occasional duties.

In non-profit organizations, including college foundations, the willingness to raise money is an important requirement for board membership. Drucker (1990) details board giving and getting activities in terms of personal commitment:

> The board is...the premier fund-raising organ of a non-profit organization....If a board doesn't actively lead in fund development, it's very hard to get the funds the organization needs. Personally, I like a board that not only gets other people to give money but whose members put the organization first and foremost on their own list of donations. (pp. 157-158)

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Carver (1990) notes three job outputs, or products, of non-profit boards: (a) linkage to ownership, (b) explicit governing policies, and (c) assurance of executive performance. The image of volunteerism is seen as a potential red herring. The fact that board members are unpaid and are volunteers is irrelevant to their accountability. Board members owe primary allegiance to various stakeholders who have a moral ownership interest in the corporation.

Gelatt (1992) identifies five emerging trends in volunteerism:

1. People continue to value volunteerism. A majority of Americans say they would be willing to volunteer for a cause in which they believe.

2. Most volunteers will be from the baby boom generation. In the year 2000, the oldest baby boomers will be 55 years of age and the youngest, 35.

3. Volunteers want their work to be meaningful. They are not satisfied stuffing envelopes anymore; they want to use their education and skills.

4. There will be less time available for volunteering than 30 years ago. Foundations and other non-profits should use new technology (e.g., e-mail, conference calls) and conduct well-planned, necessary meetings to accommodate their volunteers.

5. Volunteers, like the rest of society, will mirror the diversity of the population. Volunteers should reflect the same changing characteristics as the staff and students of the institutions served.

Two additional factors important to the future of volunteer organizations are the kind and amount of training needed by volunteers, and the standards used to measure their work. Volunteers in the future will expect to be well-prepared for their assignments and will want to know how they are doing (Gelatt, 1992).

Barber (1982) notes the reasons why people become involved in community college foundation activities: (a) service, (b) fellowship, (c) civic duty, (d) personal belief in goals, (e) to increase self-concept, and (f) to support activities as a matter of curiosity. People should be recruited for a college foundation board who "have money themselves, have influence with people who do, or have great credibility in the community and have time they are willing to contribute" (p. 218). Houle (1989) adds the need for special skills, training, or expertise (e.g., lawyers and certified public accounts).

Board Information Needs

From a survey of 504 institutions of higher education with a 79% response rate, Duronio and Loessin

(1990) identify characteristics common to institutions with successful fund-raising programs. Among the qualitative aspects linked to achievement in development activities, policy-making volunteers' understanding of fund-raising goals and programs was a leading indicator.

In a classic study of the operation and organization of community college foundations, Gross (1982) notes the importance to foundation board members of good information and advice. "Members of the board of directors should expect the very best advice and counsel from the staff at the college: namely the president and his designate, normally the executive director" (p. 266).

Rothwell and Kazanas (1994) find that "offering instruction to external groups is important because it...removes barriers to efficient and effective interactions between the [college], the general public, and external stakeholders."

Drucker (1990) finds information needs at the core of managing a non-profit board. "The non-profit must be information-based. It must be structured around information that flows up from the individuals doing the work to the people at the top...and around information flowing down, too" (p. 182).

Gelatt (1992) lists areas that should be covered in orientation of non-profit volunteers: (a) the mission and purposes of the non-profit, (b) a brief history of the non-profit, (c) information about the beneficiary of its generosity, (d) a reminder of the role volunteers play in its success, (e) an overview of its governance structure, (f) an organization chart and names of contact persons, (g) a description of the roles of volunteers, (h) any do's and don'ts.

In a study of boards, Houle (1989) notes that a board manual is a useful device to provide a feeling of integration on the board:

> A board manual should provide a ready reference tool for all members and a means of training for new ones....Most manuals contain at least the following items: the constitution; the bylaws; a description of the nature and program of the agency; an annual schedule or plan of work for the board; a roster of members with addresses and telephone numbers; a list of committees, with a statement of any controlling legal provisions or major commitments to outside coordinating groups; and copies of any available publications describing the work of the institution. (p. 65)

Thiers (1992) finds the following information useful in a manual or handbook for a fund-raising board: (a) calendar of events and schedule of meetings, (b) history and organization of the organization, (c) job description of a board member, (d) description of committees, (d) mission and bylaws, (e) basic facts about the institution, and (f) information about the

development office. Other possible information items include a glossary of terms, description of a day in the life of the development officer, tips for carrying out successful special events, and sample fund-raising letters. Gelatt (1992) adds to that list: (a) recent annual reports, (b) financial statements, (c) audits, (d) minutes of board meetings, (e) board and staff FAX numbers, (f) important statistics, (g) case statement, and (h) organizational charts.

Kennedy (1991) outlines a process of teaching and training volunteers that starts with information and progresses to showing, helping, partnering, and, finally, empowering. The next logical step in board development is team-building, creating synergy. Carver (1990) summarizes that "proper preparation of new board members requires that they become thoroughly familiar with the processes and current values and perspectives of the board they are joining" (p. 204).

Manual and Handbook Organization

Thiers (1992), who conducted interviews with development professionals at several colleges in a study of handbook development, observes that "many colleges, universities, and independent schools are finding that a regularly updated handbook puts all the crucial

information in one place for board members...it's an invaluable time-saving tool" (p. 28).

From their experience organizing a handbook, Metter and Willis (1993) suggest the following factors should be considered in organization and design: (a) the audience, (b) the level at which the text should be written, (c) information that should be included, (d) order of presentation, and (e) explanation of unfamiliar information or terms. Other handbooks or manuals designed for a similar purpose should be examined as possible models.

Thiers (1992) identifies three variables of manual design that should be taken into consideration: (a) format, (b) method, and (c) cost. Some boards use printed and bound materials, although they are expensive to reprint. Loose-leaf binders are easier and less expensive to update. Larger manuals are expensive to produce if they are not produced in-house.

Houle (1989) sees the organization and preparation of a board orientation manual as an assignment for a special committee. Relatively new members of the board should be included on the committee in order to gain their perspective regarding information needs. Updating should be the responsibility of the executive director

or staff, but each new chairman or president should review the manual for possible additions. It should also be reviewed periodically by a board committee.

Summary

To summarize, although the growth of community college foundations is a recent phenomenon (Adams, Keener et al, 1994), the American tradition of charitable giving stems from seventeenth century English law (Butler & Wilson, 1990) and the people-driven theory of charitable contributions has not changed (Gelatt, 1992). Contemporary non-profits are mission-driven (Drucker, 1990) and require well-trained volunteers (Kennedy, 1991; Zander, 1993). The best volunteers are in demand and must juggle busy schedules (Gelatt, 1992; Hammonds & Jones, 1994; Robertson, 1982). They must be willing to raise money (Drucker, 1990), but they have various expectations of participation (Gelatt, 1992).

Although they are not paid, non-profit board members are accountable (Carver, 1990) and require information and training (Drucker, 1990; Gross, 1982; Houle, 1989). An understanding of the motivation of people to volunteer (Barber, 1982) and the trends in the area (Gelatt, 1992) is important. Several studies (Drucker, 1990; Duronio & Loessin, 1990; Gross, 1982;

Houle, 1989; Kennedy, 1991; Thiers, 1992) point to the importance of an orientation manual in meeting volunteers' needs and developing members of non-profit boards.

Board manuals should inform members regarding the mission and purpose of the non-profit and the roles of board members (Gelatt, 1992; Houle, 1989; Thiers, 1992). They should be the first step in a process of team-building (Kennedy, 1991). Important concepts in the organization of the manual include cost and order and manner of presentation (Metter & Willis, 1993; Thiers, 1992). Development of such a product is a logical task for a special committee, including the perspective of new board members (Houle, 1989).

All of the studies mentioned were considered in the development and final design of the foundation orientation manual. Particular consideration was given to recommendations regarding information needs of board members by Gelatt (1992) and Thiers (1992). Handbook organization advice from Metter and Willis (1993), and Houle (1993) was useful. Although substantial research has been conducted on non-profit boards, the specific relationship between college trustees and foundation board members appears to warrant further study.

Chapter 3

METHODOLOGY AND PROCEDURES

Procedures

The development methodology was used in this study because the underlying problem was addressed and the research questions were answered by the development of a product not available to members of the college's foundation board. Procedures followed in answering the research questions for this study are delineated below.

Several procedures were used to complete this development practicum. First, a review of literature was conducted to provide a conceptual framework for the development of the manual. The review included theoretical topics of charitable giving, volunteer management, fund-raising, and board development, and applied topics regarding orientation manual organization and development.

Second, criteria were established for the development of a foundation board orientation manual. The criteria for the manual were based on the information gleaned from the literature review and input from three experts. The experts (see Appendix A for criteria committee membership and selection procedures) were all members of the National Council for Resource

Development (NCRD), the association of two-year college development officers. Criteria were developed as a result of exchange of information through telephone conversations, facsimile transmissions, and the mail.

Third, a committee of individuals was formed to discuss the issues and practical requirements for development of an orientation manual for the foundation board. This formative committee (see Appendix B for committee composition and selection procedures) included the president of North Arkansas Community/Technical College, the president of the NACTC Foundation Board of Directors, and a new member of the NACTC Foundation board. The committee met three times (in December of 1994, and January and March of 1995), with each meeting lasting between one and two hours.

Fourth, sample foundation board orientation materials from other two-year colleges were secured after a request for such information was made at the 1994 National Council for Resource Development Conference in Washington, DC. Manuals were received from Hagerstown (MD) Junior College and Chemeketa Community College of Salem, OR. The information reviewed from those two institutions was very helpful in creating the product for this study.

Fifth, a draft of the orientation manual was written. Information and organization of materials were based on the recommendations of the literature review and the formative evaluation committee.

Sixth, the draft was reviewed by a summative committee (see Appendix C for a listing of members and selection procedures) for validation purposes, using the criteria previously established. This committee of experts included one community college president, one community college institutional advancement professional, and one community college foundation board member from other institutions. A copy of the manual draft was mailed to each member of the summative committee. Members of the committee returned comments in writing and via telephone.

Seventh, revisions were made based on the summative committee recommendations, and the final orientation manual was submitted to the president of NACTC and to the president of the NACTC Foundation Board of Directors.

Assumptions

For this practicum, it was assumed that members of the formative committee would have the knowledge to guide the development of this project. It was also

assumed that the current theory of orientation manual development is the most accurate and useful for a two-year college setting. It was further assumed that the summative committee's evaluation of the content and format would be reliable and valid.

Limitations

The manual developed was limited in that it will meet the specific needs of new board members of the NACTC Foundation Board of Directors. Its content will not be generalizable to other foundation boards. A second limitation was the imperfect validity of the criteria established for the manual.

Chapter 4

RESULTS

The review of the literature produced recommendations for the content and construct of the board orientation manual. The need for information regarding (a) the mission and purposes of the foundation, (b) the college's mission and goals, (c) the role of foundation board members, (d) the organizational structure of the college, (e) the schedule of foundation meetings and events, (f) a description of foundation committees, (g) information about fund-raising activities, (h) foundation financial statements, (i) the role of staff members, and (j) other statistical information from the studies by Gelatt (1992) and Thiers (1992) was used in determining the content of the manual. Advice by Metter and Willis (1993), and Houle (1993) that manuals should be (a) easily updated, (b) inexpensive to produce, and (c) user-friendly helped form the basis for the manual's design.

Criteria established for the product included that it provide information about the foundation, including its mission and bylaws; the college, including its organization, mission, and goals; the role of foundation board members, including explanations of committee

assignments; the role of foundation staff, including the executive director; foundation-supported programs, including an explanation of major continuing programs; foundation-sponsored events, including dates of the events; and a schedule of board meetings. The criteria committee determined that the manual should have a table of contents, be well-organized, and be simple to update.

The formative evaluation committee, which met three times, agreed on all of the foundation-related information contained in the final product. However, there was some disagreement regarding the extent of information needed about the college. All members of the committee thought an organizational chart should be included. At first, two members thought detailed information about each college program would be appropriate. After review of the two sample board orientation manuals, however, it was determined that the college's history, organizational chart, mission, and goals would meet board members' needs for information. All were included in the final draft of the manual.

Both of the sample manuals reviewed divided space between college and foundation information. The Chemeketa Community College Board Member Orientation

Handbook included the college's vision, mission, and values; the foundation's mission statement; a history of the college and its foundation; a college fact sheet; names, addresses, and phone numbers of foundation board members, including term expiration dates; expectations and functions for foundation board members; committee and sub-committee membership lists; job descriptions of committee chairmen and members; a foundation financial balance sheet; and a foundation board meeting schedule.

The formative committee liked the organization of the Chemeketa Community College Foundation's publication. Several of the ideas in that document were incorporated into the foundation orientation manual developed. However, NACTC has a college Fact Card that contains much of the information included in the Chemeketa Fact Sheet. For that reason, it was determined not to duplicate that information in the orientation manual.

The Hagerstown Junior College Foundation Board Manual was a considerably larger document. It included most of the elements found in Chemeketa's design, along with copies of cartoons, magazine articles about the art of fund-raising, board minutes, committee minutes, foundation bylaws, and extensive membership information.

The formative committee elected to adopt the idea of including bylaws in the manual, as presented by Hagerstown Junior College. However, it decided not to include articles or information on fund-raising techniques. NACTC Foundation board members receive a subscription to a non-profit board newsletter each month that includes such articles.

Although the formative committee liked the organization of both sample manuals in terms of information flow, neither of the samples used numbered pages or had a table of contents. It was determined by the committee that the manual developed should have numbered pages and a table of contents. By producing the manual in-house, using college computers and copying machines, and storing the contents on a computer diskette, it was determined that updating, including additions or insertions, would not be too costly.

The first draft of the manual was completed in February of 1995. It was mailed to each of the members of the summative evaluation committee. The draft included the foundation and college mission statements, college goals, a history of the college and foundation, a list of responsibilities of foundation board members, a copy of the foundation's bylaws, a listing of

foundation-sponsored programs, a schedule of board meetings and events, a copy of the foundation's financial statement, an organizational chart of the college, and a list of foundation board members, including name, address, phone numbers, and term expiration dates.

Following review of the document, based on the criteria established, the following suggestions were made by members of the committee.

1. A more clear explanation of major continuing programs (International Visitors Program) should be offered.

2. The manual should contain information regarding the dates of the annual fund drive and phonathon.

3. Titles should be used as often as possible, instead of names.

4. Consideration should be given to calling the document the NACTC Foundation Operations Manual.

Other suggestions were received regarding possible changes in the bylaws of the foundation and committee responsibilities. All members of the summative committee were enthusiastic in their belief that the manual would benefit new board members. Summative committee input was useful in revising the manual.

Copies of the final draft of the North Arkansas Community/Technical College Foundation Board Orientation Manual were presented to the president of the foundation board of directors and the president of the college. A copy of the manual developed, the product of this practicum, is included in the appendix of this report (see Appendix D).

The research questions for this study were:

1. What information should be included in a North Arkansas Community/Technical College Foundation board orientation manual?

2. How should that information be organized and presented?

Information Necessary for Board Members

The following information was determined to be appropriate for the foundation board orientation manual, based on the literature review, input from the formative and summative evaluation committees, and a review of similar documents developed by other institutions: (a) the mission and purposes of the foundation and the college; (b) an overview of the college, including its history and organizational structure; (c) an explanation of the role of foundation board members; (d) a copy of foundation bylaws; (e) a schedule of foundation meetings

and events; (f) a description of foundation committees; (g) information about programs, awards, and events sponsored by the foundation; (h) foundation financial information; (i) a description of the roles of staff members; (j) a listing of board members' names, addresses, phone numbers, and term expiration dates. Other information, such as tips on fund-raising and NACTC facts, were not included because they were available to the board members from other sources.

Information Organization and Presentation

Based on the literature review, committee recommendations, and examples provided by other institutions, it was determined that the foundation board orientation manual should be produced in-house, using a personal computer and laser printer. Copies will be made by the faculty secretary's office. The manuals for distribution to foundation board members will contain information in a three-ring binder notebook to ensure ease of updating. They are organized in two major sections, "About the College," and "About the Foundation," with numbered pages and a table of contents.

Chapter 5

DISCUSSION, CONCLUSIONS, IMPLICATIONS, AND RECOMMENDATIONS

Discussion

The results of this study confirm the findings of Duronio and Loessin (1990), Drucker (1994), and Rothwell and Kazanas (1994) regarding the need of external groups, including non-profit board members, for information. It was evident from the beginning of the literature review process that community college foundation board members would find an orientation manual useful. Gelatt (1992), Houle (1989), and Thiers (1992) support that solution to the problem of an uninformed board.

Kennedy (1991) notes the information requirement as the first step in team-building. Houle (1989) links a board manual to a feeling of integration among members. Duronio and Loessin (1990) find a direct link between successful development activities and certain kinds of information provided to board members, including program materials and fund-raising goals.

While much of the literature on board management and volunteer orientation focused on information needs, the connection to accountability also was established.

Carver (1990) notes the allegiance of board members to stakeholders in the organization, and Gross (1982) finds board members expect good advice and counsel from staff supplied by the college. To meet those expectations, board members require detailed information (e.g., bylaws, financial reports, and program rationale). Therefore, the need to develop board members' knowledge of legal and fiscal information related to the foundation is supported.

The concept of the orientation manual as a living document, easily updated and inexpensive to produce, advocated by Houle (1989), Metter and Willis (1993), and Thiers (1992), is supported by this study. Houle's support of committee design was also confirmed, based upon the experience of utilizing criteria, formative, and summative committees.

The product developed follows the advice of Thiers (1992) to take format, method, and cost into consideration. It is somewhat similar to Chemeketa's manual, but is more economical in length than the Hagerstown document. It does not incorporate articles and cartoons, like Hagerstown, or lists of do's and don'ts, as recommended by Gelatt (1992). Instead, it heeds committee perceptions of the target audience.

Conclusions

A practical, useful foundation board orientation manual can be developed using procedures outlined in this practicum. Although each manual will be different, based on the organization and programs of individual college foundations, the process can be replicated.

All three committees used in this development process provided substantial assistance. The criteria committee supplied standards for the process to meet. The formative committee reviewed information and alternatives presented in the context of their knowledge of the college and the foundation board. Having a new board member on the formative committee, as recommended by Houle (1989), was helpful and provided a newcomer's perspective. Summative committee input was valuable in correcting oversights and taking into consideration external views.

The information provided in the board manual developed should be helpful to members of the North Arkansas Community/Technical College Foundation Board of Directors. New members and members without close ties to the college should find the document especially beneficial.

Implications

A board orientation manual was developed for the North Arkansas Community/Technical College Foundation. The manual should enable new board members to be better prepared to represent the college in its fund-raising activities. Board members should also have a better understanding of the mission and goals of the college. Such an understanding should result in a more effective program to raise funds for the college, resulting in more resources for equipment, facilities, and other academic needs.

Recommendations

As a result of this project, it is recommended that: (a) the foundation board orientation manual should be given to all current and future board members, (b) the manual should be updated and evaluated on an annual basis, (c) a formal orientation program should be developed for new foundation board members, and (d) a similar board orientation manual should be developed for the college's board of trustees.

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APPENDIXES

Appendix A

Manual Criteria

Criteria were established for the development of the foundation board manual with the assistance of the following community college development experts: Dr. Kay Henard, dean of institutional advancement, Amarillo College, Amarillo, TX; Donald E. Waters, vice president, corporate development, Elgin Community College, Elgin, IL; and Joy Shindler, executive director, National Council for Resource Development (NCRD), Washington, DC. Henard and Waters were selected from a population of 1,332 members nation-wide of NCRD, the professional association of community college development professionals, based on their national reputations and recommendations of colleagues. Waters is the immediate past president of NCRD, and Henard is a member of the national board and past director of Region VI. Shindler was selected to gain the perspective of the organization's staff.

The following criteria were established for the foundation board orientation manual, based on information gleaned from the literature review and input from the three two-year college development professionals:

Criteria for Foundation Board Orientation Manual

1. The manual should contain information about the foundation, including its mission, bylaws, and financial reports.

2. The manual should provide information about the college, including its organizational structure, mission, and goals.

3. The manual should provide information about the role of foundation board members, including their terms on the board, and explanations of committee assignments.

4. The manual should provide information about the role of foundation staff provided by the college, including the executive director.

5. The manual should include a listing of foundation-supported programs, including an explanation of major continuing programs.

6. The manual should provide information about foundation-sponsored events, including dates of the events, and a schedule of board meetings.

7. The manual should be well-organized, with a table of contents, and simple to update.

Appendix B

Formative Evaluation Committee

Members of the formative evaluation committee included: Dr. Bill Baker, president of North Arkansas Community/Technical College; J.D. Erwin, president of the NACTC Foundation, Inc., Board of Directors; and Steve Stafford, an NACTC Foundation board member elected in 1994. Formative committee members were selected from a population that included 12 college foundation board members and one college president. The following criteria were considered in selection of the formative evaluation committee: (a) experience and expertise in working with the college's foundation, (b) role on the NACTC Foundation board, (c) the need for input from a new foundation board member, (d) familiarity with NACTC and its programs, and (e) availability.

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Appendix C

Summative Evaluation Committee

Members of the summative evaluation committee included: John Masterson, president, Allen County Community College, Iola, KS; Cecil Holifield, vice president and dean, Mississippi County Community College, Blytheville, AR; and Carl Baggett, president, Northwest Arkansas Community College Foundation, Inc, Rogers, AR.

Masterson was selected from a population of public two-year college presidents of member schools of the American Association of Community Colleges (AACC). His institution is currently developing a Title III Endowment Challenge Grant fund campaign and is revitalizing its endowment [foundation] board.

Holifield was chosen from 18 chief development officers at Arkansas public two-year colleges. He was selected based on his expertise in fund-raising and his involvement in the National Council for Resource Development. He is the current Region VI director.

Baggett is a bank president in Rogers, AR, and does volunteer work for Northwest Arkansas Community College (NWACC). He was selected from a population of 18 foundation board chairpersons at other two-year colleges

in the state, based on the similarities between NWACC and North Arkansas Community/Technical College. Also, his foundation board is active and successful, having just completed a $1.5 million capital campaign.

Appendix D

NACTC Foundation Board Orientation Manual

North Arkansas
Community/Technical College
Foundation, Inc.

BOARD ORIENTATION MANUAL

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NORTH ARKANSAS
COMMUNITY/TECHNICAL
COLLEGE
PIONEER RIDGE
HARRISON, ARKANSAS 72601
TELEPHONE: 501 / 743-3000
FAX: 501 / 743-3577

Dear Friend of NACTC,

The men and women who serve on the board of directors of the North Arkansas Community/Technical College Foundation, Inc., play an important role in the growth and success of the college. Through its fund-raising and public relations efforts, the college's foundation helps to supply scholarships for deserving students, equipment for classrooms, staff development opportunities for college employees, start-up funding for innovative programs, and new facilities for the institution.

The college appreciates your interest in offering the best possible postsecondary educational opportunities to the residents of our area. Through service on the NACTC Foundation Board of Directors, you will help provide the margin of excellence that makes North Arkansas Community/Technical College an outstanding institution.

Thanks again for your support of NACTC. We hope this orientation manual will assist you to become more familiar with the college and its foundation.

Best regards,

Bill Baker

Bill Baker
President

ABOUT THE FOUNDATION

NACTC Foundation, Inc.

The North Arkansas Community/Technical College Foundation was reorganized in March of 1985. It is a separate entity from the college and has its own 12-member board that approves all expenditures and actions taken by the foundation.

The members of the foundation board are elected by the foundation board and serve five-year terms. Nominations for election to the board may be made either by foundation board members or members of the college's board of trustees.

Since the foundation's reorganization, it has enjoyed remarkable growth. It supplied over $400,000 for the construction of the college's new library, which was completed in June of 1992. Another $250,000 was received from the state in the form of matching funds as a result of private gifts to the foundation.

The John Paul Hammerschmidt Business and Conference Center is the most recent project undertaken by the foundation. More than $580,000 has been donated or pledged to the foundation in support of the project. An additional $320,000 has been received from the state in matching funds as a result of private gifts, bringing the total effort to over $900,000 for the business building.

Two of the foundation's main fund-raising activities are the Annual Fund Drive, which runs each fiscal year from July 1 through June 30, and the "Evening on the Plaza" dinner each May in the NACTC Library.

Guest speakers at Evening on the Plaza dinners have included former U.S. Rep. Hammerschmidt in 1986, Sen. Dale Bumpers in 1988, Robert M. Eagle in 1990, James H. Jones in 1991, David R. Banks in 1992, William P. Stiritz in 1993, and James F. Keenan in 1994. There was no speaker for the 1987 dinner (Sen. Bumpers was delayed in

NACTC FOUNDATION, INC. (continued)

Washington). The event was moved from fall to spring during 1989-90, so there was no 1989 dinner.

The foundation's annual fund drive raised $12,800 during its first year in 1986-87, $17,482 in 1987-88, $25,734 in 1988-89, $40,301 in 1989-90, $55,100 in 1990-91, $68,753 in 1991-92, $297,942 in 1992-93, and $301,550 in 1993-94. It is important to note, however, that more than 90 percent of annual fund drive donations are designated for a specific purpose, such as scholarships or building projects, and limited funds are available for new and innovative projects. More unrestricted donations are needed in the Annual Fund Drive.

Since 1988-89, the foundation has sponsored a Faculty/Staff Fund Drive as part of its Annual Fund Drive effort. As a result of that campaign, over 80 percent of NACTC employees have made donations to the foundation over the years, compared to seven percent in 1987-88, when there was no Faculty/Staff drive and employees only received letters sent to area residents. A community-wide Phonathon has also been conducted during the past seven years in late February or early March during the fund drive with the help of Phi Beta Lambda students from NACTC.

A series of luncheons sponsored by the foundation for donors of endowed scholarships at NACTC is another project that has been implemented over the years. These luncheons are designed to bring together scholarship donors and recipients, and to express NACTC's appreciation to the donors.

Foundation board members host individual community leaders for lunch and a tour of the college's campus. Each member of the foundation board, along with Dr. Baker and Jim Stockton, hosts at least two community leaders annually This program places emphasis on getting business and industry leaders on campus.

NACTC FOUNDATION, INC. (continued)

The foundation has sponsored a number of worthy projects at NACTC, including funds for the Honors Program's start-up costs, staff development projects and workshops, equipment, scholarships, and other activities when regular college funding was not available.

Each year the foundation presents the Ozarks Ambassador Award to a native of north Arkansas who has represented the area with distinction outside the state in one of the following fields: agriculture, finance, medicine, education, politics, law, business, social services, ministry, or industry. Robert M. Eagle of Dallas, Texas, was the 1990 recipient; James H. Jones of San Francisco, Calif., received the award in 1991; David R. Banks, now of Fort Smith, Ark., was the 1992 honoree; William P. Stiritz of St. Louis, Mo., received the award in 1993; and James F. Keenan of Palm Beach, Fla., was honored in 1994. The award will be presented Friday, May 12, during the 1995 Evening on the Plaza Dinner to Dr. Ronald Coy Jones of Dallas, Tex.

The selection committee for the Ozarks Ambassador Award includes Dr. Bill Baker, former U.S. Rep. John Paul Hammerschmidt, Richard Hudson, Frank L. Coffman, Jr., and J.E. Dunlap, Jr.

The most recent objective of the NACTC Foundation is to develop a planned giving program for donors interested in supporting the college. Robert Plummer, an attorney from Fayetteville, made a presentation to the board at its June, 1994 meeting on planned giving. A committee, chaired by Dan Bowers, has been formed to look into developing a planned giving program for foundation donors.

The foundation publishes two newsletters annually. The fall newsletter covers highlights of the previous fiscal year and announces new programs for the coming year. The spring newsletter features the Ozarks Ambassador Award recipient and promotes the Evening on the Plaza dinner.

NACTC FOUNDATION, INC. (continued)

The NACTC Foundation is a non-profit, charitable corporation, holding a 501(c)(3) designation from the Internal Revenue Service.

Foundation Mission Statement

The North Arkansas Community/Technical College Foundation, Inc., is a non-profit corporation organized to enhance the mission of North Arkansas Community/Technical College through financial support of programs and facilities for broader educational opportunities for the college's students, faculty, and staff.

Foundation Funding Priorities

The following priorities have been established by the foundation for expenditure of unrestricted funds:

1. Staff development
2. Classroom instruction
3. Building programs
4. Research grants/stipends
5. Support for new programs
6. Library expansion

NOTE: Scholarships paid for by the foundation are funded, for the most part, through accounts restricted for each scholarship.

1994-95 FOUNDATION BOARD

NORTH ARKANSAS COMMUNITY/TECHNICAL COLLEGE

President
J.D. Erwin
422 Natchez Trace
Harrison, AR 72601
741-4941 home
1997

Vice President
Royce Barrett
P.O. Box 1320
Harrison, AR 72601
741-2381
741-8209 home
1998

Secretary/Treasurer
Tori Dale
1405 Park Avenue
Harrison, AR 72601
741-1886 home
1996

Dan Bowers
P.O. Box 1372
Harrison, AR 72602-1372
741-6166
741-9252 home
1998

Cathy Brandt
P.O. Box 489
Harrison, AR 72602-0489
741-7474 home
1995

Frances Doshier
P.O. Box 1797
Harrison, AR 72602-1797
741-7860 home
1997

Richard Hudson
P.O. Box 686
Harrison, AR 72602-0686
741-6188
743-6812 home
1999

Dr. Robert Langston
208 Meadow Lane
Harrison, AR 72601
741-8286
1995

Melanie Savells
One Ocoee Cove
Harrison, AR 72601
741-7573 home
1995

Steve Stafford
P.O. Box 1900
Green Forest, AR 72638
438-5214
438-5821
1999

Robert S. Wheeler, III
P.O. Box 670
Harrison, AR 72602-0670
741-5373 home
1996

Phillip Wood
514 Skyline Drive
Harrison, AR 72601
741-8211
741-5280 home
1996

Note: Dates indicate expiration of board terms.

8

Board Member Responsibilities

Members of the Board of Directors of the North Arkansas Community/Technical College Foundation, Inc., agree to fulfill the following responsibilities:

1. **Participation**
   Board members are responsible for foundation policy decisions and planning foundation activities. This requires:
   a. Attendance at quarterly board meetings.
   b. Membership in foundation committees as assigned by the foundation's president.
   c. Participation in special events, such as the Evening on the Plaza dinner.

2. **Resource Development**
   Board members help generate funds to permit the foundation to meet its financial obligations. Examples of fund-raising activities include:
   a. Cash contributions.
   b. Solicitation of contributions from potential donors.
   c. Assistance in donor research (making suggestions regarding potential contributors).

3. **Community Relations**
   Board members help the foundation project a positive image to the community. Examples of activities include:
   a. Speaking about the college when appropriate
   b. Assisting in cultivating the interests of prospective donors
   c. Provide opportunities for board members or staff to increase positive community relations

Committees

Appointments to the following committees are made each year by the president of the foundation board of directors:

Nominating/Membership Committee

Nominates officers for the board of directors. Provides orientation for newly elected members of the board. Committee members for 1994-95 include: Royce Barrett (chairman), Bob Wheeler, Steve Stafford, and Dr. Bob Langston.

Funding Request Committee

Screens requests for funding from college faculty and staff. Makes funding recommendations to the board of directors. Committee members for 1994-95 include: Dan Bowers (chairman), Cathy Brandt, Richard Hudson, Frances Doshier.

Annual Fund Drive Committee

Nominates chairmen for the Foundation's Annual Fund Drive. Coordinates AFD activities with staff and AFD chairs. Committee members for 1994-95 include: Richard Hudson (chairman), Tori Dale, Dan Bowers, and Steve Stafford.

Evening on the Plaza Committee

Organizes and coordinates the Evening on the Plaza dinner, including decorations, food, entertainment, and program. Committee members for 1994-95 include: Tori Dale (chairman), Frances Doshier, Cathy Brandt, and Phillip Wood.

Foundation Sponsored Programs

Donors to the NACTC Foundation may restrict their contribution to support any official college program. The following are examples of purposes that previous donations have supported:

Area of Greatest Need
Alumni Development
Batesville Nursing Program
Ray E. & Natalie Bernard Scholarship
Gladys Carlton Scholarship
Ernest H. Cecil Memorial Scholarship
Classified Staff Development
Wanda Coffman Memorial Scholarship
College Preparatory Program
Contract Staff Development
Mary Curtis Scholarship
Brad Dearing Memorial Scholarship
Dr. Loren Aldrich ("Dr. A.") Scholarship
Dr. Joe Bennett Radiologic Technology Scholarship
Dr. Ross Fowler Nursing Scholarship
Dr. Jean Gladden Memorial Nursing Scholarship
John Paul Hammerschmidt Plaza
James H. Jones Computer Laboratory
Journalism Program
Library
Dr. H. D.. Meyer Memorial Scholarship
Millbrook Distribution Services Computer Laboratory
Barbara and Thelma Muller Nursing Scholarship
Nursing Program (LPN)
Nursing Program (RN)
Pioneer Club
Radiologic Technology Program
Weldon Stevenson Technical Scholarship
William P. Stiritz Amphitheater
Technical Equipment Fund
W. S. Walker Memorial Scholarship
Dr. William A. & Benta V. Hudson Memorial Scholarship
Dr. and Mrs. W.C. Langston Memorial Nursing Scholarship
Dr. Paul Mahoney Nursing Scholarship
Dr. O.B. McCoy Memorial Nursing Scholarship
Distance Learning Program
Robert M. Eagle Future Pioneer Scholarship
J.D. and Judy Erwin Nursing Scholarship
Fine Arts Program
Future Pioneer Scholarship Program
General Building Fund
General Scholarship Fund
Janice Henson Memorial Scholarship
Honors Program
Instruction
Instructional Support Laboratory
International Visitors Program
John Paul Hammerschmidt Business & Conference Center

Harrison Council For International Visitors

Sponsored by the Foundation, the Harrison Council for International Visitors (HCIV), an associate council of the Arkansas Council for International Visitors (ACIV), was organized in 1987. More than 100 visitors from over 40 different countries have visited Harrison, sponsored by HCIV and the United States Information Agency. Guests stay in Harrison motels, eat at Harrison restaurants, and spend their per diem in the community. They frequently speak to NACTC classes and Global Education classes at area high schools.

The International Visitors Program has broaden the global perspectives of NACTC students, area high school students, and area citizens in general. The program fosters a close working relationship between the college and the chamber of commerce, mayor's office, county judge's office, and area businesses, industries, and agencies.

In the fall of 1993 one faculty member (Dr. Bob Bodson) and one student (Micah Cummings of Marshall) from NACTC spent a semester at Kiev Polytechnic Institute (KPI) in Kiev, Ukraine, funded by a Samantha Smith grant received from the United States Information Agency. The next spring one instructor and three students from KPI visited NACTC.

NACTC has been represented in two other international programs as a result of its affiliation with the Arkansas International Center at UALR, the site of ACIV. Don Kitz, an art instructor at the college, went to Japan in the summer of 1992 with two area high school art teachers. This summer James Morris, Sherry Bishop, John Stewart, and student Kevan Mathis will spend 18 days in Japan participating in a similar project, funded by the Japan Foundation.

Jim Stockton is a member of the state board of the Arkansas Council for International Visitors and is executive director of the HCIV. The NACTC Foundation pays $1,500 annually in dues to ACIV for the Harrison Council for International Visitors.

Foundation Staff

Staff for the college's development activities is provided by the college. The president of the college, Dr. Bill Baker, and the vice president for institutional advancement, Jim Stockton, work with foundation board members in fund-raising activities. Financial records and reports are maintained by Don Sugg, the college's vice president for finance and administration. The foundation's board meeting minutes are kept by Frankie Bellora, administrative assistant to the president of North Arkansas Community/Technical College. Jacquie Markle, administrative assistant to the vice president for institutional advancement, keeps track of donations and assists in planning foundation events.

Executive Director, NACTC Foundation

Duties of the executive director of the NACTC Foundation include, but are not limited to:

1. Serving as ex-officio member of all committees
2. Developing annual budget
3. Working with donors in establishing criteria for restricted scholarships
4. Maintaining and managing foundation general and restricted scholarships
5. Serving as a resource for the board regarding the college, prospect research, etc.
6. Preparing reports
7. Preparing promotional materials
8. Facilitating fund-raising programs and all aspects thereof

Financial Information

NOTE: A net loss of $50,981 has been planned for the FY 1994-95 budget. That loss reflects the transfer from foundation accounts to North Arkansas Community/Technical College of $201,695 for the John Paul Hammerschmidt Business and Conference Center. Of that amount, $105,029 was collected prior to the current fiscal year.

1994-95 Foundation Budget

Income	
Interest Income (unrestricted accounts)	17,500
Donations (unrestricted)	40,000
Donations (JPH Project)	96,666
Donations (other restricted)	10,000
Dividends (ALLTEL stock)	4,700
Dividends (Wal-Mart stock)	15
Dividends (Ralston Purina)	50
Wanda Coffman Memorial Scholarship	500
Erwin Nursing Scholarship	5,000
Gladys Carlton Scholarship	200
Langston Memorial Nursing Scholarship	600
Janice Henson Memorial Scholarship	2,000
Interest Langston	1,000
Interest Eagle	1,700
Interest Erwin	1,300
Interest Muller	180
Interest Cecil	2,000
Total	**$183,511**

1994-95 Foundation Budget (continued)

Expenses

Meals, Lodging and Other	500
General Office Supplies	250
Forms and Printing	2,250
Dues and Membership Fees	100
Postage	1,500
Audit Fees	750
Liability Insurance	2,500
Discretionary Funding for Requests	7,750
Langston Scholarships	1,600
Carlton Scholarship	200
Coffman Scholarship	500
Eagle Future Pioneer Scholarships	1,500
General Scholarships	1,000
HCIV Dues to ACIV	1,500
Albright-Moore Scholar Awards	3,000
Mahoney Nursing Scholarship	363
Curtis Nursing Scholarship	300
Muller Nursing Scholarship	150
Bennett Radiologic Technology Scholarship	792
Walker Scholarship	792
Cecil Scholarship	1,000
JPH Office Account Expense	4,500
JPH Business and Conference Center	201,695
Total	**$234,492**
NET GAIN or (LOSS)	**($50,981)**

NACTC Foundation, Inc. Balance Sheet Summary

As of February 13, 1995

Account #	Account Description	BALANCE
91-0-094-1-031	CHECKING-SECURITY	$1,822.82
91-0-094-1-102	MONEY MARKET-SECURITY	$160,480.96
91-0-094-1-103	CD-WORTHEN	$.00
91-0-094-1-104	CD-SECURITY	$.00
91-0-094-1-105	CD-FIRST FEDERAL	$77,233.32
91-0-094-1-106	CD-G.F. FIRST NAT'L	$101,984.91
91-0-094-1-116	CD-ERWIN	$.00
91-0-094-1-117	CD-EAGLE	$28,770.15
91-0-094-1-118	CD-LANGSTON	$.00
91-0-094-1-120	CD-MULLER	$5,043.49
91-0-094-1-121	CD-CECIL	$34,426.32
91-0-094-1-122	CD-SUPERIOR	$27,037.72
91-0-094-1-123	CD-HENSON	$6,428.85
91-0-094-1-130	M.M.-FIRST FED/JPH BUSINESS B.	$1,886.10
91-0-094-1-150	1ST COMMERCIAL TRUST-UNRESTRIC	$43,042.39
91-0-094-1-151	1ST COMMERCIAL TRUST-LANGSTON	$17,937.00
91-0-094-1-152	1ST COMMERCIAL TRUST-ERWIN	$25,738.41
91-0-094-1-153	WORHTEN TRUST-UNRESTRICTED	$92,991.78
91-0-094-1-271	ALLTEL STOCK (2,850)	$48,773.00
91-0-094-1-272	WAL-MART STOCK (50)	$2,039.00
91-0-094-1-273	RALSTON PURINA STOCK (900)	$35,475.00
91-0-094-1-274	RALCORP STOCK (166)	$2,490.00
91-0-094-1-281	ALLOW/APPRECIATION-ALLTEL	$103,346.00
91-0-094-1-282	ALLOW/APPRECIATION-WALMART	$586.00
91-0-094-1-283	ALLOW/APPRECIATION RALSTON P	$.00
91-0-094-1-284	ALLOW/APPRECIATION - RALCORP	$.00
91-0-094-1-350	INTEREST RECEIVABLE	$.00
91-0-094-1-452	OTHER RECEIVABLES	$.00
91-0-094-1-455	DIVIDEND RECEIVABLE-ALLTEL	$.00
91-0-094-1-456	STOCK DIV.RECEIVABLE-WALMART	$.00
91-0-094-1-582	EMPLOYEE TRAVEL ADVANCE-RECEIV	$.00
91-0-094-1-585	PAYROLL CORRECTION RECEIVABLES	$.00
91-0-094-1-601	PREPAID EXPENSE	$821.00
		$818,354.22

91-0-094-2-001	ACCOUNTS PAYABLE-GENERAL	$.00
91-0-094-2-550	DEFERRED SUPPORT-SHORT TERM	$.00
91-0-094-2-560	DEFERRED SUPPORT-LONG TERM	$.00
		$.00

91-0-094-3-101	FUND BALANCE	$370,518.17CR
91-0-094-3-747	FB-WHEELER	$.00
91-0-094-3-752	FB-ALBRIGHT/MOORE	$166,482.00CR
91-0-094-3-754	FB-LANGSTON	$16,937.00CR
91-0-094-3-755	FB-EAGLE	$27,884.67CR

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NACTC Foundation, Inc. Balance Sheet Summary (continued)

Account #	Account Description	BALANCE
91-0-094-3-757	FB-ERWIN	$20,738.41CR
91-0-094-3-758	FB-CLASSIFIED STAFF DEVELOP.	$20.00CR
91-0-094-3-759	FB-CONTRACT STAFF DEVELOPMENT	$250.00CR
91-0-094-3-760	FB-INTERNATIONAL VISITORS	$.00
91-0-094-3-761	FB-HONORS PROGRAM	$.00
91-0-094-3-762	FB-FINE ARTS BUILDING	$4,258.20CR
91-0-094-3-763	FB-NURSING PROGRAM	$7,044.42CR
91-0-094-3-764	FB-COLLEGE PREPARATION PROGRAM	$180.00CR
91-0-094-3-765	FB-COFFMAN	$402.00CR
91-0-094-3-766	FB-CARLTON	$300.00CR
91-0-094-3-767	FB-REEVES	$2,300.00CR
91-0-094-3-768	FB-FUTURE PIONEERS SCHOLARSHIP	$5,451.43CR
91-0-094-3-769	FB-ALDRICH	$400.00CR
91-0-094-3-770	FB-DEARING	$125.00CR
91-0-094-3-771	FB-HUDSON	$235.85
91-0-094-3-772	FB-GENERAL SCHOLARSHIP	$3,231.50CR
91-0-094-3-774	FB-JOURNALISM	$587.00CR
91-0-094-3-775	FB-GENERAL BUILDING	$10.00CR
91-0-094-3-794	FB-MAHONEY	$363.50CR
91-0-094-3-795	FB-SIMPSON	$.00
91-0-094-3-796	FB-ALUMNI DEVELOPMENT	$29.28CR
91-0-094-3-797	FB-BATESVILLE CAMPUS	$.00
91-0-094-3-798	FB-FOWLER	$.00
91-0-094-3-799	FB-MCCOY	$.00
91-0-094-3-800	FB-INSTRUCTIONAL SUPPORT	$100.00CR
91-0-094-3-801	FB-INSTRUCTION	$125.00CR
91-0-094-3-802	FB-JPH PLAZA	$.00
91-0-094-3-803	FB-C.JONES	$.00
91-0-094-3-804	FB-MTN.HOME CAMPUS	$.00
91-0-094-3-805	FB-HUDSPETH LOAN	$.00
91-0-094-3-806	FB-MEYER	$.00
91-0-094-3-807	FB-PIONEER CLUB	$25.00CR
91-0-094-3-808	FB-CURTIS	$300.00CR
91-0-094-3-809	FB-NACC	$.00
91-0-094-3-810	FB-RUSSIA EXCHANGE	$.00
91-0-094-3-811	FB-DR. JOE BENNETT	$1,500.00CR
91-0-094-3-812	FB-LIBRARY	$2,776.62CR
91-0-094-3-813	FB-BARNETT	$.00
91-0-094-3-814	FB-J.JONES LAB	$9,352.68
91-0-094-3-815	FB-MULLER	$5,084.99CR
91-0-094-3-816	FB-JANICE HENSON SCH'LP	$6,079.83CR
91-0-094-3-817	FB-JPH BUSINESS BUILDING	$105,810.12CR
91-0-094-3-818	FB-WALKER	$2,300.00CR
91-0-094-3-825	FB-TWIN LAKES EQUIPMENT	$145.00CR
91-0-094-3-826	FB-DISTANCE LEARNING	$8,000.00CR
91-0-094-3-827	FB-SCPUG CONFERENCE	$.00
91-0-094-3-828	FB-N/A FAMILY DEVELOP.CENTER	$144.97CR
91-0-094-3-829	FB-GLADDEN SCHOLARSHIP	$2,935.00CR
91-0-094-3-830	FB-JPH OFFICE ACCOUNT	$4,500.00CR
91-0-094-3-831	FB-JACK WILLIAMS SCHOLARSHIP	$145.00CR
91-0-094-3-832	FB-STIRITZ AMPHITHEATER	$56,545.00CR

NACTC Foundation, Inc. Balance Sheet Summary (continued)

Account #	Account Description	BALANCE
91-0-094-3-833	FB-W. STEVENSON SCHOLARSHIP	$1,530.00CR
91-0-094-3-834	FB-CECIL SCHOLARSHIP	$33,352.98CR
91-0-094-3-835	FB-BERNARD SCHOLARSHIP	
		$849,323.56CR
		$30,969.34CR

Calendar of Events

Foundation Board Meeting Dates

The Foundation Board of Directors meets on the first Tuesday of June, September, December, and March each year. Officers and new members are elected at the June meeting. Committee meetings are arranged by each committee chairman.

1995

Tuesday	March 7	4:00 p.m.	Board Room	NACTC
Tuesday	June 6	4:00 p.m.	Board Room	NACTC
Tuesday	Sept. 5	4:00 p.m.	Board Room	NACTC
Tuesday	Dec. 5	4:00 p.m.	Board Room	NACTC

1996

Tuesday	March 5	4:00 p.m.	Board Room	NACTC
Tuesday	June 4	4:00 p.m.	Board Room	NACTC
Tuesday	Sept. 3	4:00 p.m.	Board Room	NACTC
Tuesday	Dec. 3	4:00 p.m.	Board Room	NACTC

Evening on the Plaza Dinner

The Evening on the Plaza Dinner is held the Friday evening before the college's Saturday morning commencement exercises each year.

1995

Friday	May 12	Library	South Campus	NACTC

NORTH ARKANSAS COMMUNITY/TECHNICAL COLLEGE FOUNDATION, INCORPORATED

BYLAWS

ARTICLE I

Section 1. Name. The name of the organization shall be "North Arkansas Community/Technical College Foundation, Inc." Hereinafter, it shall be called the "Foundation."

Section 2. Nature. The Foundation shall be a non-profit corporation organized under the laws of the State of Arkansas, and its purpose shall be charitable and educational.

Section 3. Location. Principal office of the Foundation shall be located at such place as is designated in the articles of the incorporation.

Section 4. Purposes. The purposes of the Foundation shall be:

a. To assist in developing and increasing the programs and facilities of North Arkansas Community/Technical College for broader educational opportunities for and services to its students, its former students, the people of North Central Arkansas, and finally to the entire citizenry of Arkansas. The above will be accomplished by encouraging gifts of money, property, works of art, historical papers and documents, museum specimens and other material having educational, artistic, or historical value, and by such other proper means as may seem advisable.

b. To receive, hold and administer gifts or grants, to act without profit as trustee of educational or charitable trusts, to become a party to contracts, trust instruments and agreements of any type or description, and to execute negotiable obligations as trustee or otherwise.

c. To perform other acts as in the judgment of the

Foundation Bylaws (continued)

Board of Directors shall tend to promote the interest of North Arkansas Community/Technical College.

Section 5. Members. There shall be a minimum of eleven (11) members of the Corporation, with a limit of fifteen (15). All members of the Corporation shall also be members of the Board of Directors. All members of this Corporation shall be nominated by the Board of Trustees of North Arkansas Community/Technical College or the Foundation Directors and elected by a majority of the members of the Board of this Corporation (not counting vacancies on the Board in computing a majority for this purpose) for five (5) years. (For the initial membership terms following re-organization in 1985, members will draw for length of terms from one to five years. Thereafter, terms will be for five full years.) Each member in good standing shall be entitled to one vote on each matter submitted to a vote of members. No proxy votes will be allowed if a member is unable to attend a meeting. Any member may resign by filing a written resignation with the secretary. Membership in this Corporation is not transferable or assignable.

Notwithstanding any provisions contained herein to the contrary, in addition to the members provided for above, the chairman of the board of trustees of North Arkansas Community/Technical College, with the consent of said board, may appoint annually one of the trustees of said board (including himself/herself) to serve as a member and director of the Foundation for a term of one year.

The president of North Arkansas Community/Technical College, executive director of the Foundation, NACTC vice president for finance and administration, and president of the NACTC student body shall be ex-officio members and entitled to all privileges and rights of membership, except voting.

Section 6.

a. Regular Annual Meetings. The regular annual meeting of the Foundation shall be held in the month of June, the date to be set by

Foundation Bylaws (continued)

the Board of Directors at least thirty (30) days prior to the date of the meeting. The secretary shall give notice of the regular meeting at least twenty (20) days prior to the date of the meeting.

b. Special Meetings. Special meetings of the members may be called at any time by the president of the Foundation, or by a resolution adopted by the Board of Directors, and shall be held at the place designated in any such call. Each call shall state generally the nature of the business to be considered at the meeting. At least three (3) days' notice of the time and place of this meeting and in general the nature of the business to be transacted shall be mailed by the secretary to each member of the Board of Directors; misdirection of the notice because the proper address of the member is lacking will not invalidate such notice.

ARTICLE II

Section 1. Numbers. The Board of Directors shall consist of a minimum of eleven (11) persons who are the members of the Foundation.

Section 2. Powers and Authority. The Board of Directors shall exercise all the powers of the Corporation, except as otherwise delegated by these bylaws. They shall have the power and authority to receive the revenues and rents of the Corporation; to purchase, subscribe for, retain, invest and reinvest in securities or other property wherever situated, and whether or not producing or of a wasting nature, and without any requirements for diversification as to kind or amount, which term "securities or other property" shall be deemed to include real or personal property, stocks, common or preferred, or of any interest in any corporation, association, investment, trust, or investment company, bonds, notes, debentures, or other evidences of indebtedness of ownership, secured or unsecured; to sell for cash or on credit, convert, redeem, exchange for other securities or other property, or otherwise dispose of any securities or other property at any time held by the Corporation; to alter, repair, improve, erect buildings upon, demolish, manage, partition, mortgage, lease, exchange, grant options

Foundation Bylaws (continued)

to lease or to buy, and sell or dispose of, at public or private sale, and upon such conditions and terms as to cash and credit as the Board of Directors may deem advisable, real property; to settle, compromise or submit to arbitration, any claims, mortgages, debts, or damages, due or owing to or from the Corporation; to commence or defend suits or legal proceedings; to vote by general or limited proxy any shares of stock which may be held by the Corporation at any time, and similarly to exercise by general or limited power of attorney any right appurtenant to any securities or other property held by them at any time; to borrow money in such amount and upon such terms and conditions as shall be deemed advisable or proper to carry out the purpose and objectives of the Corporation, and to pledge any securities or other property for the repayment of such loan; to employ suitable accountants, agents, counsel or custodians and to pay their reasonable expenses and compensation; and to make, execute and deliver all instruments necessary or proper for the accomplishments of the purposes and objectives of this Corporation or of any of the foregoing powers, including deeds, bills of sale, transfers, leases, mortgages, assignments, conveyances, contracts, purchases, agreements, waivers, releases, and settlements; all in the furtherance and accomplishment of the purposes and objectives of the Corporation as set forth in its articles of incorporation.

Section 3. Compensation. Directors as such shall not receive any compensation, but by resolution of the Board of Directors may be reimbursed for expenses paid or incurred in the performance of their duties as Directors.

Section 4. Removal of Directors. Any elected Director may be removed for cause by a majority vote of the members of the Board of Directors, upon notice of charges against him given in writing by the president or secretary at least twenty (20) days before action on his removal is taken. A Director who has been inactive or unable to attend any meetings during a year may be removed from the Foundation Board by a majority vote of the Directors. The resignation of a Director for any cause may be accepted by a majority vote of the Board of Directors.

Foundation Bylaws (continued)

Section 5. Vacancies. In the event of the death, disability, resignation or removal of a Director, his successor shall be elected promptly by a majority vote of the Board, and such Director shall serve out the unexpired term.

Section 6. Quorum. Except as otherwise provided by the bylaws, all actions of the Board of Directors shall be determined by a majority vote. A majority vote is defined as a majority of the quorum. Seven members of the Board shall constitute a quorum. In the absence of a quorum, no legal action can be taken, except that the meeting may be adjourned to any date not later than three (3) days thereafter. The Foundation president shall preside at all meetings of the Board of Directors, but when the president and vice president are absent, the Board may elect a temporary chairman.

ARTICLE III

Section 1. Officers. The management of the Foundation shall be vested in the Board of Directors. The Board of Directors shall annually appoint from its own body an Executive Committee of three (a president, vice-president, and secretary/treasurer). The Board shall delegate to this committee the power to transact corporate business in accordance with the objectives as outlined, except that such Executive Committee, unless expressly authorized by such Board of Directors, shall have no power to encumber or convey the real property of the Foundation otherwise than by lease.

The Executive Committee, under the direction of the Board of Directors, shall have charge of the funds and investments of the Foundation. The Board of Directors shall appoint a certified public accountant to serve as an advisor to the Executive Committee. The vice president for finance and administration of the college will assist the secretary/treasurer in financial matters of the Foundation. The Executive Director of the Foundation will assist the secretary/treasurer in correspondence for the Foundation.

Section 2. Vacancies. In the event of the death, disability,

resignation or removal of any officer of the Foundation, the Board of Directors shall by majority vote elect his successor to serve out the unexpired term.

Section 3. Powers and Duties. Except as otherwise provided by these bylaws, the officers shall have such powers and duties as usually devolve upon such officers. The president shall appoint such committees as he may deem necessary or desirable, and those appointed to such committees shall serve at his pleasure during his term of office. All committees shall report to the Board of Directors.

Section 4. Removal. Any officer may be removed for cause by majority vote of the Board of Directors, provided that such officer shall have been notified in writing by the president or secretary not less than twenty (20) days before such meeting of such charges as may be preferred against him by the majority of the Board of Directors.

Section 5. Surety Bonds. The North Arkansas Community/Technical College vice president for finance and administration shall furnish a surety bond in favor of the Foundation, for the amount not less than the value of the negotiable securities and the total balances in the savings and checking accounts as per audited statement of June 1 next preceding the renewal of such bond. It shall be renewable from year to year on July 1. The form of the bond and the company issuing said bond shall be filed as directed by the president of the Foundation, and the cost thereof shall be paid by the Foundation.

ARTICLE IV
FINANCES

Section 1. Auditing of Accounts. The Board of Directors shall appoint certified public accountants annually to audit accounts of the Foundation.

Section 2. Operating Finances. An annual budget shall be prepared by the Executive Committee, approved by the Board of Directors and transmitted through the president of the college to the

Foundation Bylaws (continued)

Board of Trustees of North Arkansas Community/Technical College for their information.

Section 3. Receipts, Assets and Disbursements. The secretary/treasurer of the Foundation, with the assistance of the NACTC vice president for finance and administration, shall deposit all funds in the name of the Foundation and shall keep a written record of all assets of the Corporation. After receipt of funds, same then may be invested or reinvested in accord with such provisions of law, these bylaws, and the articles as may be appropriate. Any disbursement for regular operating expenses covered by the approved annual budget or for special funded projects with express, prior approval of the Board of Directors may be approved by the executive director. Any extraordinary disbursement beyond the annual budget or approved projects shall require the express written approval of the president, vice president or secretary/treasurer of the Foundation and must be presented at the next board meeting as an information item. All disbursement checks shall require dual signatures from any of the following: president, vice president, secretary/treasurer, executive director, NACTC president or NACTC vice president of finance and administration.

ARTICLE V
CORPORATE STATUS

Notwithstanding any other provision of these bylaws, no power or authority shall be exercised by the Board of Directors or the officers of the Corporation in any manner or for any purpose whatsoever which might jeopardize the status of the Corporation as an exempt organization pursuant to the Internal Revenue Code and its regulations as they now exist or they may hereafter be amended; nor shall the Directors or officers engage in any act of self-dealing as defined in the Internal Revenue Code; nor make any investments in such manner as to incur tax liability under Section 4944 of the Internal Revenue Code; nor make any taxable expenditures as defined in Section 4945 (d) of the Internal Revenue Code.

Foundation Bylaws (continued)

ARTICLE VI
RECORDS

The Corporation shall keep correct and complete books and records of account and shall also keep minutes of the proceedings of meetings of the Executive Committee and Board of Directors. All books and records of the Corporation and may be inspected by any member, or member's agent or attorney for any proper purpose at any reasonable time.

ARTICLE VII
GIFTS

If any person or persons at any time is or are disposed to make gifts or bequests to the Corporation, power and authority is hereby conferred upon the Board of Directors to receive such gifts and bequests and to apply the principal and income therefrom to the purposes and objectives of the Corporation, under the authorities and discretion contained in these bylaws; provided, that gifts or bequests are not made upon any terms or conditions that would conflict with the uses, purposes and provision of these bylaws and the articles of incorporation, except that restrictions in such gifts and bequests may be agreed to by the Board of Directors and accepted subject thereto.

ARTICLE VIII
AMENDMENTS AND BYLAWS

Section 1. Amendments. The bylaws of the Foundation may be amended by majority vote of the Board of Directors at a regular or special meeting, provided notice of the character of the proposed amendment shall have been given to the Directors at least twenty (20) days before such amendment is voted.

ARTICLE IX
PERPETUAL DURATION

Without the assent of the entire Board of Directors, the duration

Foundation Bylaws (continued)

of this Corporation shall be perpetual. If the entire Board of Directors and all members entitled to vote thereon assent in writing at duly called meetings of said Board of Directors and members, this corporation may be dissolved in accordance with the laws of the State of Arkansas and the assets distributed exclusively for charitable, religious, scientific, literacy or educational purposes, as contemplated by the Federal Internal Revenue Code.

These bylaws were duly adopted in behalf of the Corporation by the Board of Directors in a regular meeting held on the 28th day of March, 1985, by vote of six yeas to zero nays and are to replace all former bylaws and to be in full force and effect from and after their adoption.

These bylaws were amended in behalf of the Corporation by the Board of Directors in a regular meeting held on the 8th day of June, 1993, by a vote of ten yeas to zero nays and are to amend all former bylaws and to be in full force and effect from and after their adoption. Dated this 8th day of June, 1993.

North Arkansas Community/Technical College Foundation, Incorporated

by:

President

ATTEST:

Executive Director, NACTC Foundation, Incorporated

(Seal)

About the College

North Arkansas Community/Technical College

North Arkansas Community College and Twin Lakes Technical College were officially consolidated July 1, 1993 to form North Arkansas Community/Technical College. Steps leading to the creation of the new institution included approval by the Arkansas Board of Higher Education (July 24, 1992), the Board of Trustees of North Arkansas Community College (August 18, 1992), and the Commission on Institutions of Higher Education of the North Central Association of Colleges and Schools (April 5, 1993).

North Arkansas Community/Technical College is a comprehensive two-year college serving the educational needs of adults living in northern Arkansas and southern Missouri. The institution offers one-year technical certificates, two-year technical and transfer degree programs, customized business and industry training, ABE-GED classes, and non-credit community education courses.

Most of the college's academic classes are taught on the South Campus, and the majority of technical programs are offered at the North Campus. NACTC's Community Education and Business-Industry programs are housed on the North Campus, along with the Tech Prep program. Most of the record-keeping (Business Office, Registrar's Office, Student Services, Financial Aid) is headquartered on the South Campus.

In addition to the college's two main campuses, each of the Arkansas counties that border Boone County (Marion, Searcy, Carroll, and Newton) will have an opportunity in the future to house an off-campus NACTC Center under current plans for a multicampus institution. Equipment for a Distance Learning program has already been installed at the South Campus, and NACTC students are taking nursing and other courses from four-year universities in Arkansas. NACTC and Ozarks

North Arkansas Community/Technical College (continued)

Unlimited Resources Cooperative (OUR Cooperative) plan a linkage in the near future that will allow the college to use interactive television to teach courses at area high schools that are members of OUR Cooperative.

Students who attend NACTC are offered a wide variety of courses and fields. In addition to traditional liberal arts classes, NACTC has one of the leading RN and LPN nursing programs in Arkansas, offers EMT and Paramedic specializations in its Emergency Medical Sciences program, and features new allied health programs in Radiologic Technology and Medical Laboratory Technology.

NACTC has an Honors Program with special classes and facilities for outstanding students. The college is placing a greater emphasis on professional staff development, resulting in new ideas and teaching methods for faculty. Federal grants have provided NACTC with several programs over the years, including an Instructional Support Laboratory; Planning, Management, and Evaluation office; Tech Prep program; and additional counseling opportunities for students through the Special Services, Talent Search, and Sex Equity programs.

The college is a leader in offering college preparatory courses that help students get ready to take transfer English and math classes.
A full range of student activities is available at NACTC. Students have the opportunity to participate in drama, career and recreational organizations, athletic teams, intramural competition, and student government.

Along with its services to traditional and non-traditional college students, NACTC offers courses, seminars, and workshops through its Community Education and Business-Industry programs. Credit and non-credit courses are designed to enhance job skills, provide personal enrichment, or be taken just for fun.

North Arkansas Community/Technical College (continued)

NACTC houses one of the outstanding Adult Basic Education/GED programs in the state. An original recipient of a federal Right-to-Read grant, NACTC's ABE-GED program has served thousands of North Arkansas adults by providing free tutoring in basic skills such as reading and math, and with courses that prepare students to take the General Educational Development (GED) examination.

North Arkansas Community/Technical College makes its facilities available to non-profit groups for meetings and other activities. Each year more than 60 area groups conduct over 200 meetings at NACTC's South and North campuses in Harrison. The college also sponsors academic and athletic camps and competitions that involve area public school students.

North Arkansas Community/Technical College is growing. A $1.1 million library and classroom construction project, completed in June of 1992, is the most recent addition to the college.

Arkansas Governor Jim Guy Tucker was the featured speaker at the Groundbreaking July 1, 1994 for the John Paul Hammerschmidt Business and Conference Center. When completed, the facility will house the college's computer science and business education programs and will feature a display of the awards, photographs, and other memorabilia from Harrison native Hammerschmidt's 26 years in Congress.

NACTC may be the only community college in the country that has hosted each of the nation's last two presidents. President George Bush, then Vice President of the United States, was on the NACC campus May 19, 1985 to dedicate the John Paul Hammerschmidt Plaza. President Bill Clinton visited both campuses on several occasions as Governor of Arkansas. His most recent official visit was to speak at Twin Lakes Vocational-Technical School's graduation June 28, 1984.

Mission and Goals

NACTC Mission Statement

North Arkansas Community/Technical College is a public two-year college with an open-door admission policy and a comprehensive educational program. Our mission is to provide high quality, affordable, and convenient learning opportunities consistent with identified student and community needs.

To meet those needs the college pledges to maintain quality academic and support programs, administrative services, personnel, and facilities necessary to respond in a flexible and effective manner.

North Arkansas Community/Technical College also pledges to provide community services, continuing education, and cultural enrichment to the area served, and to cooperate with industry, business, and the professions to provide comprehensive training programs for the work force.

NACTC Institutional Goals

GOAL 1. CURRICULUM AND INSTRUCTIONAL PROGRAMS
To provide comprehensive, high quality career, developmental, transfer, and continuing education programs that are committed to successful student outcomes.

GOAL 2. QUALITY STAFF
To attract, retain, and support a highly qualified faculty and staff who are committed to excellence in the learning environment.

GOAL 3. STUDENT SUPPORT
To provide support services which enable all students to

NACTC Institutional Goals (continued)

enroll in appropriate programs and to meet their educational goals.

GOAL 4. ADMINISTRATION
To provide administrative services and information systems that ensure productivity, fiscal responsibility, and accountability.

GOAL 5. FACILITIES/ENVIRONMENT
To provide and maintain a quality learning environment that is attractive, clean, and safe, and that supports and enhances student learning, achievement, and development.

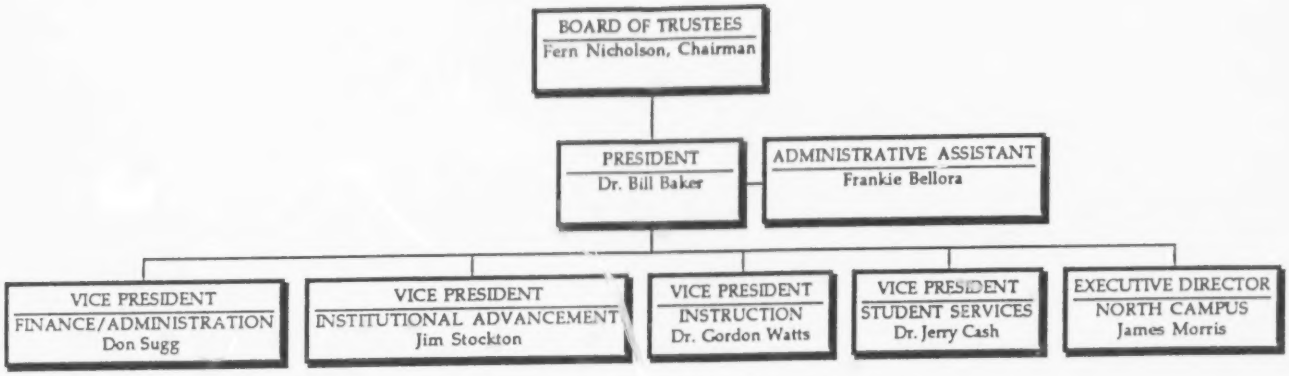
GOAL 6. ADEQUATE AND EQUITABLE FUNDING
To obtain adequate funding for all college programs and services and to allocate available funds equitably to meet student needs and to achieve institutional goals.

GOAL 7. COMMUNITY SUPPORT AND ECONOMIC DEVELOPMENT
To provide programs that meet identified needs of the community through community involvement, business and industry partnerships, and outreach activities.

GOAL 8. INSTITUTIONAL ADVANCEMENT
To promote a clear and positive community college image that encourages public support.

NACTC ORGANIZATIONAL CHARTS

College



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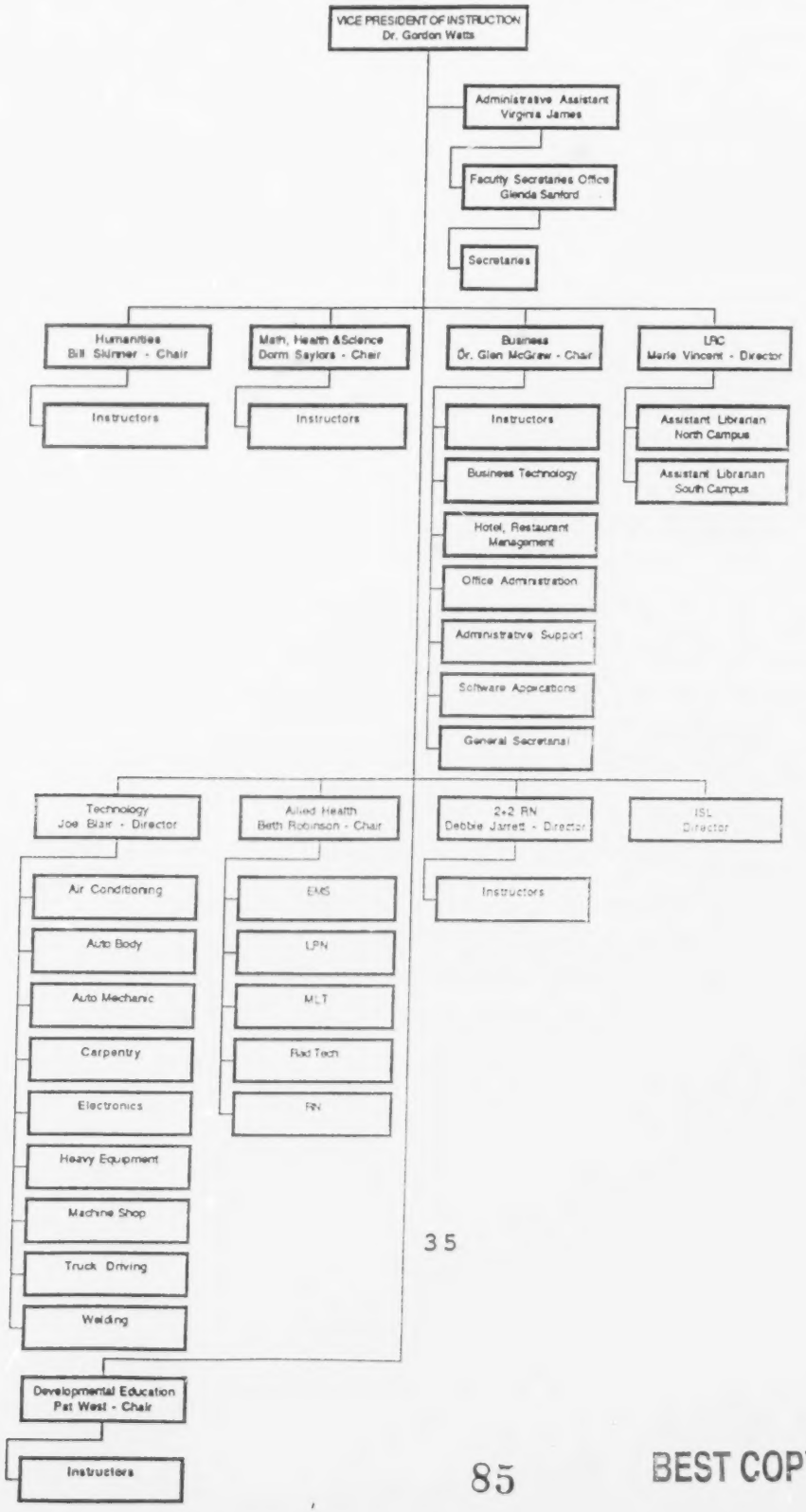
Vice President of Instruction



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Vice President of Finance and Administration

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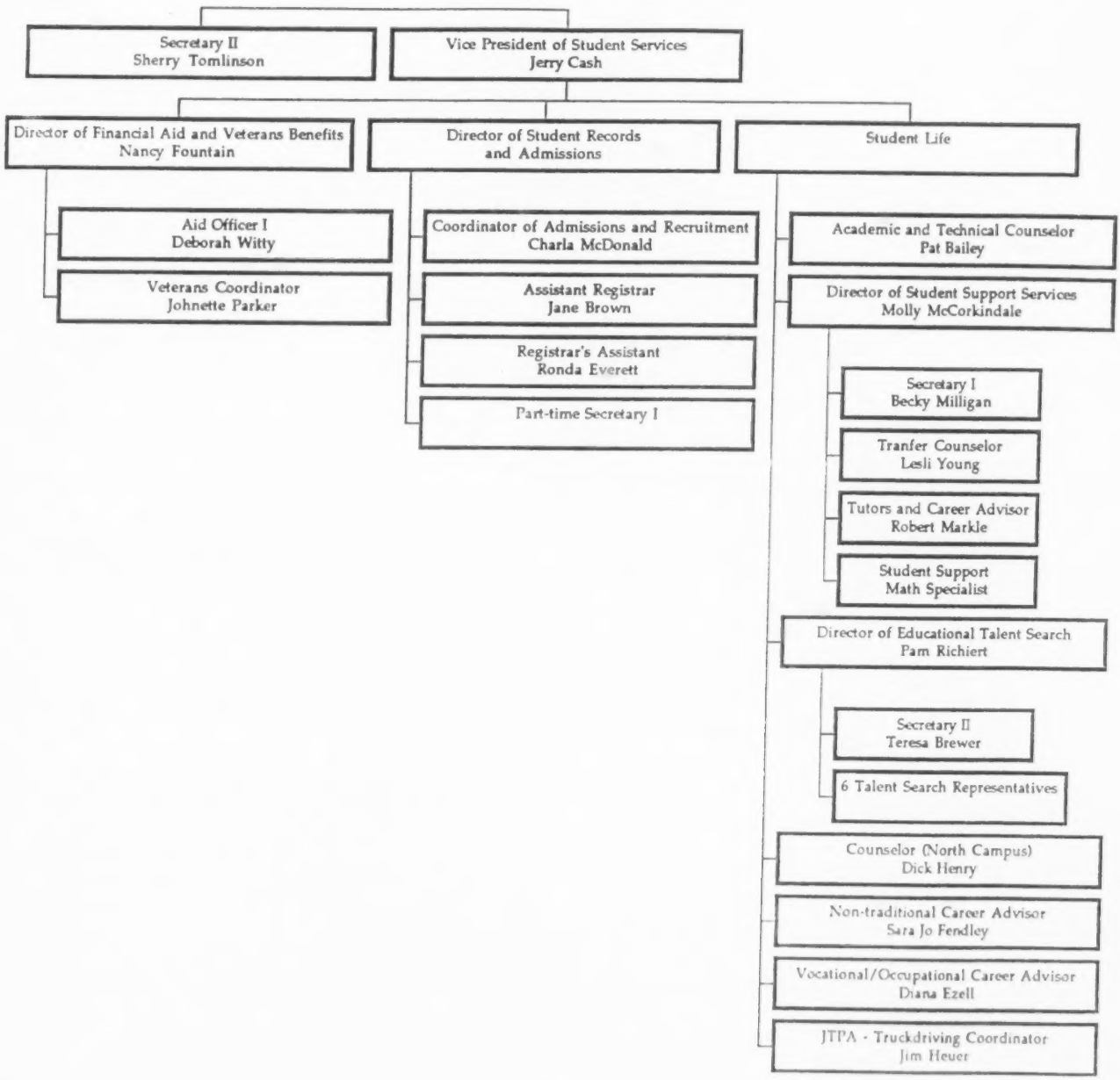
Vice President of Student Services



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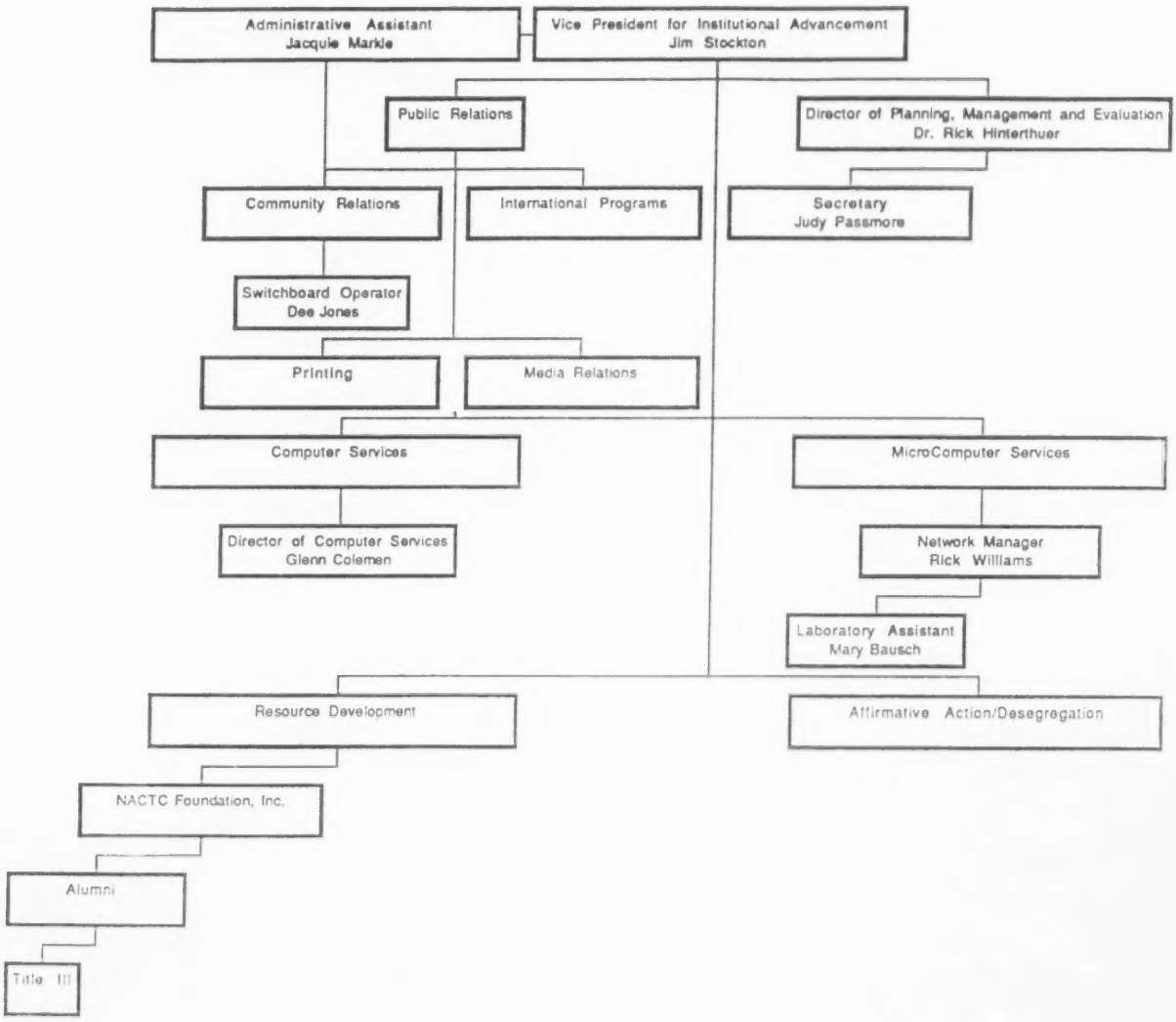
Vice President of Institutional Advancement



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NACTC Executive Director